



REQUEST FOR PROPOSAL

ONE-STOP CAREER SERVICE CENTER OPERATORS

July 1, 2006 – June 30, 2008

**DETROIT WORKFORCE DEVELOPMENT DEPARTMENT
A MICHIGAN WORKS! AGENCY**



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PART I

PURPOSE

The purpose of this RFP is to announce the solicitation of proposals from organizations serving Detroit to operate Detroit Workforce Development Department (“DWDD”), a Michigan Works Agency! four One-Stop Career Service Centers and one Satellite Service Center. DWDD is committed to providing their customers with a universal, seamless, holistic, customer driven One-Stop Career Service Center system. This solicitation also provides proposing organizations the opportunity to assist in the redesign of the four One-Stop Career Service Centers and one Satellite Service Center. Organizations selected through this procurement process must also participate in a one-year commitment to implement the redesign of the One-Stop Career Service Centers and Satellite Service Center.

The One-Stop Career Service Centers have two primary customers, job seekers, and employers. Each Service Center will provide job seekers with training and employment opportunities to become economically self-sufficient with the ability to compete in the global economy. The Service Centers will also provide to the employers a full range of local workforce development-related services, including labor market information, job order listings, job matching and placements, and training and education for the current workforce.

The One-Stop Career Service Centers are full-service locations for the integrated employment and career development system coordinated and structured by the Detroit Workforce Development Board.

The One-Stop Career Service Centers and the Satellite Center are available to all job seekers who are residents of Detroit, without regard to income or other program eligibility requirements. All employers of any size and type of organization may utilize the services of the One-Stop Career Service Center system.

The Detroit Workforce Development Board, in partnership with the local Chief Elected Official, the Mayor of the City of Detroit, is directly responsible and accountable to the Michigan Department of Labor and Economic Growth (MDLEG) for the planning and oversight of all workforce training and services in the workforce development area. The Detroit Workforce Development Board ensures effective outcomes consistent with statewide goals and objectives, through contractor performance, which, meets and exceeds standards approved by the MDLEG

Information contained in this Request for Proposal will be made available on the World Wide Web at: <http://www.michiganworks.org> and in alternative format upon written request to the Detroit Workforce Development Department.

REQUEST FOR PROPOSAL CALENDAR

This Request for Proposal will be available for pick-up at the Detroit Workforce Development Department Detroit Workforce Development Department, Operations Division, 707 West Milwaukee Avenue, Detroit, Michigan 48202, between the hours of 8:30 a.m. and 4:00 p.m.

March 2, 2006 and thereafter

Bidders' Conference and distribution of the RFP in the 1st Floor Orientation Room, 707 West Milwaukee Avenue, Detroit, Michigan 48202. Time: 3:00 – 4:30 p.m.

March 8, 2006

Completed proposals are due in the office of the Detroit Workforce Development Department's Operations Division, Second Floor, 707 West Milwaukee Avenue, Detroit, Michigan 48202, between the hours of 8:30 a.m. and 4:00 p.m.

April 5, 2006

Proposal review and rating by staff and the Workforce Development Board. Notification of contract awards and contract negotiations.

April 5, 2006
to
June 30, 2006

Contracts completed and activities commence, pending availability of funding and approval of City Council.

July 1, 2006

Detroit Workforce Development Department is an equal opportunity employer and program operator and does not discriminate on the grounds of race, religion, color, national origin, sex, sexual orientation, age, height, marital status, arrest without conviction, disability, political affiliation or belief, and, for beneficiaries only, citizenship or participation in funded programs in admission or access to, opportunity or treatment in, or employment in the administration of or connection with funded programs or activities.

Auxiliary aids and services will be made available upon request to individuals with disabilities. Inquiries may be directed to the Operations Division at (313) 876-0584, extension 214, the Michigan Relay Center at 1-800-649-3777 for Voice and TTY information. Information from this RFP will also be made available in alternative format upon written request or electronic mail to:

DETROIT WORKFORCE DEVELOPMENT DEPARTMENT A Michigan Works! Agency Operations Division 707 W. Milwaukee Detroit, MI 48202
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PART II

PROPOSAL APPLICATION RULES

1) ELIGIBLE PROPOSING AGENCIES

This is a competitive procurement process open to all non-profit, public, and for-profit organizations, which have demonstrated the expertise, capability, and capacity to:

- Contribute to workforce development in the Detroit area;
- Provide the basic services and programs of the One-Stop Service Centers; and
- Design, implement, and administer large scale, complex service delivery systems, and facilities.

Bidders may propose to operate one or more of the Service Centers. Collaborations of two or more organizations may submit proposals. Any collaboration of two or more entities must include a written and signed memorandum of agreement (“MoA”). The MoA must be signed by the authorized signatory for each collaborating agency and must clearly:

- Identify the lead agency for the collaborative partnership;
- State the roles and responsibilities of each collaborator;
- Include an organizational chart for each organization and for the collaborative;
- Describe how funds will flow within the collaborative; and
- Include a staffing chart that delineates current staff and proposed staff for the Service Center.

The role and responsibilities of each collaborative partner must also be reflected in the related areas of the proposal.

No more than one bid will be accepted from any one organization, whether in the form of a sole bid or as part of a collaborative. Inclusion of an organization in more than one bid is a basis for disqualification from consideration. Funding is not available to allow for training of an inexperienced bidder.

Any applicant that provides education, training, or placement services must build into its Service Center design safeguards and assurances that the Service Center will be operated as a separate entity from the applicant’s core organization and that all referrals are customer-appropriate and not biased towards its own programs or those of any parent or affiliated organization.

Organizations are ineligible if they are currently barred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this

transaction by a Federal department/agency, or if they are not in compliance with the State Department of Revenue or Internal Revenue service requirements.

2) LENGTH OF PERFORMANCE

One-Stop Career Service Center bidders should submit a budget reflecting all anticipated costs associated with operating the Service Centers over a **one-year period**, with the exception of facility costs, which will be negotiated between the MWA, the proposing agency, and the One-Stop Career Service Center partner agencies. However, the period of performance for this contract will not be earlier than July 1, 2006 or later than June 30, 2008. Based on service provider performance during PY 2006, and contingent upon availability of funds, contracts may be extended for service during PY 2007 and PY 2008.

Bidders should also include anticipated costs associated with staffing and operating Core and Intensive services at the One-Stop Career Service Centers located at 5555 Conner, 9301 Michigan Avenue, the Satellite Center located at 1300 Rosa Parks Boulevard or at other proposed One-Stop Career Service Center sites. Preference will be given to agencies that demonstrate the capacity to offset operational costs with matching funds.

3) BONDING

Applicants must identify the individuals in their organizations who will be responsible for handling all One-Stop Career Service Center funding. Evidence that these individuals are bonded will be required prior to finalization of the contract with the City of Detroit.

4) PROPOSAL SUBMISSION AND DEADLINE

To be considered for funding, three (3) complete copies of each proposal should be submitted to the Detroit Workforce Development Department. Proposals must be submitted to the Operations Division, Second Floor, 707 West Milwaukee Avenue, Detroit, Michigan 48202, no later than 4:00 p.m., April 5, 2006. A receipt in acknowledgement of each proposal submission will be given or mailed to the proposing agency.

Bids received after the deadline will not be accepted or evaluated.

The bid should be prepared simply and economically. It should provide a straightforward and concise description of the bidder's intentions, with a clear explanation of the services being proposed. The bidder should describe its capacity and ability to meet all requirements of the bid. Emphasis should be placed on completeness and clarity of the bid's content. Extravagant bindings and other presentations beyond what is sufficient to present a complete and effective bid are discouraged.

5) AGENCY AUTHORIZED SIGNATURE

Each copy (three) of the proposal submitted must bear an **original signature** of the agency official(s) authorized to enter into a contractual agreement with the Detroit Workforce Development Department.

6) FORMAT

Applicants must follow the instructions outlined in the RFP package and submit all appropriate application forms. All applications must be typewritten, and double-spaced on 8½" x 11" paper. If the space provided in an application form is insufficient, attach additional pages.

To facilitate contracting, proposing agencies are to prepare a Statement of Work, Cost/Budget Proposal, and other narrative using the terms "the program shall" and "the program will" as opposed to "the agency proposes" or the "proposed program would." Applicants are reminded to prepare the Cost/Budget Proposal in a manner that identifies program and non-program staff, operational, and other related costs. These materials can then be used in the contract without retyping.

Agencies that currently have WIA or other Federal contracts are reminded that it is a Federal violation to prepare proposals using staff time or materials funded by the federal government.

7) FIRM, COMPETITIVE OFFER

The Request for Proposal is competitive. Each offer should be submitted in the most favorable terms the proposing agency can submit, from a price and technical standpoint. The offer is subject to negotiation, but costs cannot increase during contract negotiation, or as may be required by the City.

8) POSSIBLE MODIFICATION

Any agency applying under this RFP must be willing to adapt its proposal to specific funding guidelines or changes in City, State, or Federal regulations or policies. Applicants may be required to submit cost, technical, or other revisions of their proposal that may result from negotiations.

9) SPECIFIC QUESTIONS

All questions will be answered at the Bidders' Conference on March 8, 2006. After this date, the Operations Division will not entertain questions. Questions shall not be directed to any other DWDD staff members.

10) PRE-AWARD CONDITIONS

The Detroit Workforce Development Department reserves the right to request additional information to amplify, clarify, or support proposals. The Detroit Workforce Development Department also reserves the right to conduct an on-site pre-award survey of the proposal's facilities. In addition, the Applicant's administrative and programmatic delivery systems will be reviewed. A staff member will contact the proposing agency in advance if such a visit is to take place. The proposing agency will be expected to have at least one knowledgeable staff member available to respond to questions. Performance data from other jurisdictions and funding sources regarding the Applicant's ability to meet planned goals and funding requirements may be requested.

Findings from the pre-award survey will be used in determining potential contractor capability. These findings will take precedence over any written statements in the proposal that cannot be verified onsite.

The Detroit Workforce Development Department may include as part of an on-site pre-award survey an assessment of the reasonable accommodations needed for facilities, furniture, materials, and equipment in order to satisfactorily serve youth with disabilities, including those with hidden disabilities.

11) COST ALLOCATION PLAN

DWDD requires contractors, prior to the start of the program, or at the beginning of contract negotiations, to produce a letter from a CPA firm that acknowledges the review and approval of the contractor's cost allocation plan. The cost allocation plan must identify WIA and non-WIA staff, operational, and other related costs.

12) MATCHING FUNDS

Proposing agencies are encouraged to supplement program funds with available non-program funds. This is important both as a means of reducing costs to the program and offsetting possible disallowed costs.

Match requirements and suggested sources of match contributions are found in the instruction sheets for the One-Stop Career Service Center Cash and In-Kind Contribution/Match Worksheet (Form C.) Match contributions should be projected on the Worksheet.

13) CITY CONTRACTING PROCEDURES

- A. The proposing agency must accept the Detroit Workforce Development Department's contract boilerplate language or have a negotiated revision to said language on file with the City of Detroit Law Department.

No monies can be released to selected agencies until (a) a City of Detroit contract has been signed with the proposing agency; (b) the agency meets all City of Detroit specifications; and (c) City Council approves the proposed contract.

The City reserves the right to decrease or increase contract amounts during the life of the contract, based on utilization of funds, agency performance, and the availability of Federal funding.

B. DWDD requires each contractor, prior to the start of the program, to have one of the following:

1) A Certified Public Accountant (CPA) on staff or on retainer

or

2) An accountant on staff or on retainer with at least seven years of grant accounting experience.

C. DWDD requires each contractor to have, at a minimum, one case manager to every 60 participants. This requirement is specific to those participants that are currently enrolled in the contractor's program.

D. DWDD requires all contractors that are providing direct customer services to acquire and use a case management software system. This system should include, at a minimum, the ability to enter and update information pertaining to customers and to track changes by the users. Currently, the case management software system is Kidsmart. This may be amended from time to time through advance written notice.

E. Certified Career Development Training or Career Development Facilitator certification of case managers, job developers, and frontline staff.

DWDD requires contractors' case managers, job developers, and all frontline staff to have at least one of the following levels of certification:

Certified Career Development Training or Career Development Facilitator provided by Oakland University, for example: this includes certifications at the following levels:

Certificate level;
Bachelor degree level; and
Masters degree level

OR

Certified Workforce Development Professional (CWDP) as provided by National Association of Workforce Development Professional (NAWDP):

Certificate level

OR

Masters degree in Social Work (with valid state licensing).

The certification process is a new endeavor for DWDD. The time associated with the certification process depends upon the level and the provider. With this in mind, DWDD will allow contractors to have a period of one year to demonstrate that staff either has a certification, the educational credentials, or is enrolled in classes to achieve the certification or educational credential.

In addition, DWDD is working with Oakland University and NAWDP to provide additional local locations for the certification training.

14) BASIS FOR SELECTION

All proposals that are complete and meet the specifications of the RFP will be given a numerical rating score, based on the rating criteria outlined in Part VI.

A panel of specialists, including Detroit Workforce Development Department staff and Workforce Development Board representatives will evaluate the proposals.

15) QUALIFYING STATEMENT

Detroit Workforce Development Department ("DWDD") in conjunction with the Workforce Development Board, reserves the right to accept or reject any or all proposals received. DWDD also reserves the right to negotiate with all qualified sources. Detroit Workforce Development Department can also cancel this RFP in part or in its entirety, if it is in its best interest to do so.

This Request for Proposal does not commit the DWDD or the Board to award a contract, to pay any costs incurred in the preparation of a proposal under this request, or to procure or contract for services.

16) CITY ADDITIONAL INSURED REQUIREMENT

The City of Detroit requires that all contractors, as a condition of contract approval by the City, obtain liability insurance coverage from their own insurance carriers, which names the City of Detroit as “also insured” for the proposed funded program, project, or activity. At the time of contract negotiation, all contractors will be required to present evidence of liability insurance coverage that conforms to this requirement.

17) ADDITIONAL CONTRACTOR CLEARANCES

To qualify for a contract with the City of Detroit, applicant organizations must qualify for the following clearances from the City of Detroit:

- City of Detroit Income Tax Clearance;
- City of Detroit Personal Property Tax Clearance;
- City of Detroit Real Estate Tax Clearance;
- City of Detroit Human Rights Clearance; and
- City of Detroit Buildings and Safety Department Clearance (Agencies will be responsible for fees charged for this service.)

All applicants must qualify for, and the Employment and Training must receive, all five (5) clearances prior to the completion of any contract with the City of Detroit. **Prior to authorization to begin contract negotiations, all Clearances must be on file at the Detroit Workforce Development Department.**

18) AMERICANS WITH DISABILITIES ACT

The Americans with Disabilities Act (“ADA”) requires all employers and agencies receiving Federal funds to have their workplaces and program facilities accessible to persons with disabilities.

Detroit Workforce Development Department has designed an initiative dedicated to expanding the capacity of WIA-assisted programs to increase and improve services to youth with disabilities, including hidden disabilities.

The One-Stop Career Service Centers project staff and System Navigators will provide all WIA-funded agencies with training, guidance, and support in all program areas. Some of the program areas include the following: outreach, recruitment, assessment, staff development, curriculum and materials development, career development, planning, partnership building and collaboration, employer training, and parent/family support and training.

Agencies that are funded under this RFP should anticipate including, among its participants with disabilities those who have hidden disabilities such as psychiatric disabilities, substance addiction, mental retardation, and learning

disabilities. For the purposes of this RFP, an individual with disabilities is defined as an individual having a physical or mental impairment that substantially limits one or more of his or her major life activities, or, has a record of such impairment, or is regarded as having such impairment.

19) NONDISCRIMINATION

Projects funded in response to this RFP are considered projects receiving Federal or State financial assistance and, as such, are subject to prohibitions against discrimination. Specifically, no individual shall be excluded from participation in, denied the benefits of, subjected to discrimination under, or denied employment in the administration of, or in connection with, any such program because of race, color, religion, sex, sexual orientation, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in programs funded under the Workforce Investment Act.

20) CONFLICT OF INTEREST

DWDD has adopted appropriate procedures and practices to ensure that conflict of interest is avoided in the procurement and authorization of all WIA-related goods and services. Proposing organizations must have on record procedures and practices to avoid conflict of interest in the procurement of goods and services and the utilization of WIA funds.

Agencies applying to operate One-Stop Career Service Centers must provide evidence that services and referrals provided by One-Stop Service Centers will not be biased toward any specific organization(s). Examples of such evidence include, but are not limited to:

- Establishment of the One-Stop Career Service Centers as a separate entity from the individual applicant and collaborating organizations, if applicable. This is particularly important for applicants, which provide education, training, and/or job placement services. The mission and practice of the One-Stop Career Service Centers must not be to recruit customers for any workforce development services operated by the applicant, the collaborators or affiliated organizations.
- Evidence of capacity to make referrals that do not reflect bias or steering toward the parent institution or any other organization. Show how neutrality will be measured and how referrals will withstand the test of customer appropriateness.
- Evidence of plans for achieving the goal of enabling customers to move as quickly and effectively as possible to their employability goals.
- Evidence of assurance that One-Stop Career Service Centers income generation does not control referrals or the services provided to customers.

21) MAINTENANCE OF EFFORT

DWDD requires that all programs and services proposed pursuant to this RFP be in addition to programs and services already being provided by the proposing organization. Programs and services funded by the One-Stop Career Service Centers may not be used to defray the costs of, or to supplant, existing programs or program service levels available through the proposing organization. Proposing organizations must be able to demonstrate that existing service levels, e.g., the percentage of participants served by existing funded programs, does not decline because of One-Stop Career Service Center funding.

22) ALIGNMENT WITH STRATEGIC PLAN

The Detroit Workforce Development Department and the Detroit Workforce Development Board have developed, under the guidance of the MDCD, the Detroit Career Development Strategic Plan. All agencies responding to this RFP are expected to demonstrate that the programs and services being proposed will contribute to the accomplishment of one or more of the goals embraced by the strategic plan. Contract awardees will be expected to report their specific contributions to the accomplishment of the strategic plan goals and strategies on at least an annual basis.

The Detroit Career Development Strategic Plan goals and strategies are as follows:

GOAL 1: SUPPORT EDUCATIONAL SYSTEM IMPROVEMENT

Three-Year Success Measures

- MEAP score averages improved by 6%
- High school graduation rate increased by 3%
- Annual number of earned GED certificates increased by 6%
- Number of adult and youth participants in academic and remedial programs increased by 6%
- Scholarship awards to high school graduates increased by 6%

Strategies

- 1.1 Expand GED preparation programs for youth and adults.
- 1.2 Deliver academic development/remedial services for in-school youth and adults.
- 1.3 Promote high school graduation and enrollment in post-secondary programs.

GOAL 2: ADVANCE WORKFORCE DEVELOPMENT

Three-Year Success Measures

- Employment and training program enrollment increased by 6%
- Program completion rates increased by 6%
- Workforce readiness assessment scores increased by 6%

Strategies

- 2.1 Expand the number and capacity of employment and training programs.
- 2.2 Direct services to diverse sets of participant customers, including special population groups.
- 2.3 Cultivate workplace preparedness among youth and adults.

GOAL 3: MEET EMPLOYER WORKPLACE NEEDS

Three-Year Success Measures

- Employment placement rate increased by 6%
- Employment retention rate increased by 6%
- Occupational skills training program completion rate increased by 6%

Strategies

- 3.1 Enhance capacity to prepare and deliver qualified workers to meet the market-driven needs of employers.
- 3.2 Develop high standards of work preparation and retention services.
- 3.3 Expand services that contribute to job retention.

GOAL 4: ENHANCE CUSTOMER SATISFACTION

Three-Year Success Measures

- Program participant satisfaction rate increased to 90%
- Employer satisfaction rate increased to 85%
- Service provider satisfaction rate increased to 85%

Strategies

- 4.1 Expand and intensify quality customer service to program participants, service providers, and local employers.
- 4.2 Develop and implement continuous improvement procedures.
- 4.3 Promote all Detroit Michigan Works! Agency services and resulting community benefits.

23) CONTINUOUS QUALITY IMPROVEMENT

The City of Detroit has begun a continuous quality improvement initiative whereby all services and practices of the City will become the focus of scrutiny and continuing improvement efforts. The City of Detroit's goal is to become the best-managed city in the nation. The City has adopted a Continuous Quality Improvement strategic plan of action for all City departments to achieve this goal. The Detroit Workforce Development Department's Continuous Quality Improvement reorganization plan of action for our internal operations and the management of our customers - employers, training organizations, and job seekers - are available for public inspection at the Detroit Workforce Development Department's Operation Division. This plan contains the

Department's vision, mission, goals, plans for action, projects, and measures the Department intends to achieve from now until the year 2006 and beyond. Program service provider organizations must also be part of this effort toward continuous quality improvement in serving our customers, employers, and job seekers, if this Department is to achieve its goals. Customer satisfaction with the services your organization provides will ensure favorable employer response to your referrals and better recognition from grant makers. The Detroit Workforce Development Department is therefore requiring that all contractor service provider organizations develop, keep on record, and follow a plan for continuous quality improvement of internal operations and customer services that will improve employee, employer, and participant satisfaction. All Contractors are expected to engage in continuous internal performance management and take proactive corrective action if performance falls below target levels.

24) CONTRACTOR ACKNOWLEDGEMENT

Contractors must display the Detroit Workforce Development Department's logo and the Michigan Works! Logo on all published documents, including brochures, letterhead stationary, and marketing materials including television ads, newspaper ads, and all signs on buildings and vehicles as a means of establishing brand recognition and community awareness of this department and its many services. The Department's logo and the Michigan Works! logo in all visual materials must be equal in size to the contractor's logo and must be accompanied somewhere in the document by the statement, in at least 10-pitch type, that: "Funding provided by the City of Detroit." Proposing organizations must stipulate that they will conform to this requirement in their proposals.

26) FREEDOM OF INFORMATION ACT

Public documents may be requested under the Freedom of Information Act ("FOIA") by an individual, corporation, limited liability company, partnership, firm, organization, association, governmental entity, or other legal entity. The Detroit Workforce Development Department ("DWDD"), a Michigan Works! Agency is regulated by the city of Detroit and state of Michigan governments and is mandated by FOIA.

27) ORGANIZATIONAL DESIGN AND INFORMATION

The DWDD requires that all organizations affirm that the information contained in their proposal is entirely their own product or program design and is based on their organization's operational capacity. The proposing organization attests that the information contained in their proposal was not removed or copied without permission from another source or entity not affiliated with their organization.

PART III

ONE-STOP CAREER SERVICE CENTERS VISION

The Michigan Department of Labor and Economic Growth (“MDLEG”) is the State level that designs and oversees an integrated, statewide workforce development system, known as the One-Stop Career Service Center system. The One-Stop Career Service Centers are intended to offer customers multiple points of access to workforce and economic development information and services. Michigan’s One-Stop Career Service Centers system is based on the fundamental premise that workforce development is economic development. It is the responsibility of the local One-Stop Career Service Centers and the Workforce Development Board to ensure that the workforce is prepared for the challenges of today and tomorrow’s global job market.

The State has designated the boundaries of each Michigan Works! Agency (“MWA”) to be the geographical borders for the statewide One-Stop Career Service Center system. In Detroit, the boundaries of the City are the borders of the Detroit Michigan Works! Agency (“MWA”). The MWA serves as the major administrative entity for each local One-Stop Career Service Center. In Detroit, that agency is the Detroit Workforce Development Department.

1) DETROIT WORKFORCE DEVELOPMENT DEPARTMENT’S VISION

The One-Stop Career Service Career system is committed to the creation and maintenance of a universal, seamless, holistic, quality customer driven workforce investment system. Each Service Center providing job seekers with career development, training, and employment opportunities to become economically self-sufficient and employers with the skilled workforce they require to effectively compete in the global economy.

2) DETROIT WORKFORCE DEVELOPMENT DEPARTMENT’S PRINCIPLES

Functional integration of all workforce development activities of the One-Stop Career Service system incorporating the following criterion to fully integrate the One-Stop Career Service Career Center system:

Customers (both employers and job seekers) are assisted by responsive and knowledgeable staff through a user-friendly quality driven service delivery system. All partners will assign adequate staff to facilitate customers through the identification, access, and use of services.

Customers (both employers and job seekers) are aware of and can access services in a timely manner. Customers will learn about the services, understand the services available to them, and be directed to services immediately upon entering the One-Stop Career Service system.

Job seeker customers receive services consistently, and in a coordinated way. Customers will be facilitated through an integrated, seamless process related to the various services/functions offered in order to reduce duplication, hand off referrals, and duplicate number of contacts.

Employer customers will view the One-Stop Career Service System as a business resource. The business customer will be offered a broad range of services that address the needs of the business community.

Customers (both employers and job seekers) access the services they need to successfully achieve their career or business goals. Customers will receive the most appropriate services along a continuum of services to meet their established short-term and long-term goals.

Customers (both employers and job seekers) will receive quality services in a facility that is easily accessible, accommodating to all special needs customers, professional, and inviting.

Customers (both employers and job seekers) can expect that services offered through the One-Stop Career Service Centers will be continuously improved and that their input for changes is welcome by the partner agencies. All staff and management participate in, and contribute to, the evaluation of center services, as well as, the development and implementation of improvement measures.

Customers (both employers and job seekers) can expect that the One-Stop Career Service Centers are well managed and supported by the One-Stop Career Service Operator(s), Workforce Development Board, and remaining partners. There exists regular, meaningful communication between all involved entities to identify and achieve quality performance indicators and required outcomes.

PART IV

ONE-STOP CAREER SERVICE CENTER SPECIFICATIONS, REQUIREMENTS, and MINIMUM STANDARDS

1) HUB AND CLUSTER DESIGN

Currently, the One-Stop Career Service Centers operates under the Hub and Cluster model. This design includes both one-stop full service centers, where all services are located under one roof and one satellite, where more limited arrays of services are available.

The “Hubs” of the system are the four (4) One-Stop Career Service Centers providing full service assistance to all customers, both employers and job seekers, in the Detroit One-Stop Career Service Center system. Agencies designated as Basic Team Members, including Employment Services, Wayne County Department of Human Services (“DHS”), Michigan Rehabilitation Services (MRS), and others, as appropriate, are physically located in each of the buildings housing One-Stop Career Service Centers. The One-Stop Career Service Centers offers the full range of workforce development services and programs included in the One-Stop Service Center Minimum Standards (listed below), as well as provide information on other services and programs available in the area.

Numerous neighborhood-based, not-for-profit, and for-profit proprietary education and training agencies are connected to the One-Stop Service Centers. These are the “Cluster” access points through which customers can also enter the system.

The Detroit Workforce Development Department will serve as the center and major administrative entity for the system. However, because of the State’s reorganization of employment training administration and funding, the administrative agency is not permitted to provide participant services such as participant intake, assessment, case management, or other client services. All of the One-Stop Career Service Centers will feed into and are accountable to the MWA, but each, through negotiated agreements, will provide administrative support and supervision.

2) CUSTOMERS OF THE DETROIT ONE-STOP SERVICE CENTERS SYSTEM

All job seekers, regardless of income, age, or other specifications who are residents of the City of Detroit, and all employers will be eligible to receive services as customers of the One-Stop Career Service Centers. The One-Stop Service Centers will be expected to actively recruit and effectively serve these customers. It is understood that because of the restrictions placed on the utilization of some State and Federal program funds, there will be some customers who will be ineligible for some of the programs offered by the One-

Stop Career Service Centers. Operators of the One-Stop Career Service Centers should clearly identify which services are available to all customers and which have restricted access.

Job seekers are defined as **all** individuals who desire and/or need workforce development services, including white-collar professionals, technicians, college graduates, managers as well as students, or disadvantaged individuals with no work history and barriers to employment. While the One-Stop Service Centers intend to serve the entire Detroit workforce, they will specialize in assisting the long-term unemployed, individuals with special barriers to employment, individuals who are currently employed and seek to enhance or change their present positions, first time entrants into the labor market, and former workers who have been dislocated due to company closings or reductions. Successful outcomes for job seeking customers will be referral, placement, and retention in training programs and employment.

Employers are defined as **all** establishments of any size, organized as single proprietorships, partnerships, or corporations engaged in legal commerce that hire full or part-time employees for money wages under conditions conforming to the various State and Federal labor standards statutes. Successful outcomes for employer customers will be a sufficient quantity and quality of job applicant referrals for each job order and sustained use of the One-Stop Career Service Centers.

The Workforce Development Board is firmly committed to ensuring that the One-Stop Career Service Centers provide basic services equitably to all the various groups of potential job seeker and employer customers. The One-Stop Career Service Centers must have solid, effective methods for serving the wide range of diverse groups, particularly those job seekers characterized as “hard to serve”. Examples of these job seekers include, but are not limited to, ex-offenders (returning citizens), older workers, racial or ethnic minorities, women, and individuals with disabilities, non-English speakers, and those lacking basic education.

3) ACTIVITIES ELIGIBLE FOR FUNDING

Promotion and recruitment. Promotion of the One-Stop Career Service Center’s services to the public and recruitment of potential job seeking and employer customers.

Self-service activities. Self-service libraries and computer data bases available for public use with information on current and projected labor market information, job openings, vocational training activities, job search and resume writing aides, career exploration guides, financial aid information, and an inventory of support service agencies.

Assisted services. Program intake, assessment, program eligibility determination, case management, career development facilitation, individual employability planning, vocational training referrals and follow-up, support service referrals and follow-up, job search assistance, job skills upgrading, job order listings, job matching, and job placements and follow-up.

Business Services. One Stop Career Service Center providers are required to work collaboratively with and under the direction of the Detroit Workforce Development Department's Business Services Group. The employer-focused services include customized and on-the-job training, assisting employers with employee recruitment and assessment.

Classroom activities. Classes and workshops, either open to the general public or restricted based upon specific eligibility requirements, covering employability skills development, remedial academic support, or vocational training.

Support services. On-site services such as language translations, sign language, childcare, financial planning, substance abuse counseling, and public transportation coordination.

Partnerships. The development of One-Stop Career Service Center partnerships and coordination with One-Stop Service Center partners, including the Self-Sufficiency Centers, the Detroit Public Schools, area colleges and universities, local employers, community and faith-based organizations, vocational training agencies, support service organizations, state or local government agencies, and other groups serving Detroit residents.

Case Management. Career development facilitation, skill assessment, and the creation of an Individual Employment Plan ("IEP") or Individual Service Strategy ("ISS") is required for each participant receiving Intensive and Training services. Maintenance of frequent contact, in person and by telephone, with participants in Intensive and Training services to review their career development goals, discuss progress toward meeting their goals, identified in their IEP or ISS, and to revise the plan as needed. Best practices must be adopted to include frequent case notes data entry and review with participants, Service Center professional staff, management through to, and including placement in a job and twelve month job retention.

4) ONE-STOP SERVICE CENTER REQUIRED PROGRAMS

In accordance with the One Stop Career Service Center minimum standards policy and the Michigan Works! Service Center checklist, and adopted by the Governor's Workforce Commission, the following system programs must be included in the Detroit One-Stop Career Service Center system:

WIA Title I Adult, Dislocated Worker, and Youth;
Work First ("WF");

Welfare-to-Work;
Food Stamps Employment and Training (“FAET”);
Transportation-to-Work (where available);
Job Access Reverse Commute (“JARC”);
Employment Service;
North American Free Trade Agreement Transitional Adjustment Assistance (“NAFTA”);
Trade Adjustment Assistance (“TAA”);
Vocational Rehabilitation;
Career Preparation;
Career and Technical Education;
WIA Title II Adult Education and Literacy, State Adult Education;
Unemployment Insurance (Optional);
Veterans Employment Service;
WIA Title I funded Migrant Seasonal Farm Workers;
Senior Community Service Employment Program;
WIA Title I Job Corps (where available);
WIA Title I Veterans;
WIA Title I Native Americans;
WIA Title I Youth Opportunity Grants (where available);
Community Services Block Grant Employment and Training; and
Housing and Urban Development Education and Training (where available).

Other programs that the Michigan Department of Labor and Economic Growth (“MDLEG”) encourages for inclusion in the One-Stop Service Centers are:

Community Colleges and secondary career and technical education placement services, job search classes, financial aid, and related services;
Government procurement services;
Community mental health programs, particularly those related to job training/placement;
Substance abuse services;
Parole, Inmate, and Ex-Offender (“Returning Citizens”) Services;
Economic development services;
Homeless programs;
Transportation systems and service providers; and
All local employment and training programs and sources of funds.

The Detroit Workforce Development Board evaluates which of these optional services are needed to best serve the Detroit workforce and the area’s employers.

5) SERVICES TO BE PROVIDED AND COORDINATED BY ONE-STOP CAREER SERVICE CENTER PROVIDERS

The scope of the One-Stop Career Service Centers will be broad and inclusive. The system must be of maximum service by providing easier access to a wide array of services to job seekers and employers. The One-Stop Service Centers

emphasize the utilization of partnerships as a means of providing cost-effective measures to serve more customers. This customer-centered approach focuses on increasing customer access to all services while ensuring efficient and unduplicated use of resources. The partners and supporting members of the One-Stop Career Service Centers should possess the following characteristics:

- Barrier-free customer access through either the One-Stop Career Service Centers or the Satellite Center;
- Formal referral mechanisms between agencies;
- Inter-agency communications;
- Centralized and unduplicated service delivery;
- Joint agency planning and implementation;
- Shared use of common areas and facilities;
- Shared program information and services;
- Innovative strategies for improved customer access to services; and
- Uniform intake, initial assessment, and career development forms

CORE SERVICES

The following Integrated Core Services for Individuals must be provided by each of the One-Stop Career Service Centers:

Core services are information and resources available to everyone free of charge. They help people access resources for job-finding efforts, including the use of information and tools, whether on electronic systems, printed or audio-visual in nature, and are preparatory to job search. These services, at a minimum, consist of:

- Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the Michigan Works! System;
- Program information describing eligibility requirements and application procedures;
- Determinations of whether individuals are eligible to receive assistance from WIA Title I Adult or Dislocated Worker funding;
- Assistance in establishing eligibility for Welfare-to-Work activities authorized under Section 403(a)(5) of the Social Security Act (as amended by Section 50001 of the Balanced Budget Act of 1997) available in the local area and for programs of financial aid assistance for training and education programs that are not funded under the Workforce Investment Act that are available in the local area;
- Provision of information regarding filing claims for unemployment compensation;
- Provision of information relating to the availability of supportive services, including child care and transportation, available in the local area, and referral to such services, as appropriate;

- Referral for all programs identified in the “system program and partners” section of this document and local option programs. This includes screening to determine likelihood of eligibility for various programs and financial assistance sources. If this service is accessed, a common procedure will be used across programs to capture information needed to prepare a local service plan and information will be shared, as appropriate, with system partners;
- Job, career, and skill assessment tools;
- Initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
- Employer directories for job search, e.g., America’s Labor Market Information System (ALMIS) resources, Internet based directories, commercial products;
- Resume writing software and support materials;
- The Michigan Occupational Information System (“MOIS”), Open Options;
- Local human services directory;
- Occupational training information;
- Financial aid information;
- Job search skills information;
- Workplace accommodations information;
- Career, job, and local, regional, and national labor market information, including job vacancy listings in such labor markets; information on job skills necessary to obtain the jobs described in the job vacancy listings; and information relating to local occupations in demand and the earnings and skill requirements for such occupations;
- Provision of performance information and program cost information on providers of adult education described in WIA Title II, providers of postsecondary career and technical education activities and career and technical education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.), and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);
- Provision of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the Michigan Works! System in the local area; and
- Follow up services, including counseling regarding the workplace, for customers in WIA Title I activities that are placed in unsubsidized employment for not less than 12 months after the first day of the employment, as appropriate.

Common intake for Employment Service registration, by providing the beginning data collection for other programs such as the Michigan Rehabilitation Services or Work First:

- Use of existing technology, including bar code or swipe-cards, etc., to facilitate customer tracking through services,
- Basic customer information, including initial eligibility information;
- Work and training history;
- Release of information consent
- Immediate transition from filing of Unemployment Insurance claim to common program intake;
- Job matching /referral services through the Employment Service, and the Michigan Talent Bank;
- Assistance in acquiring job search skills;

INTEGRATED CORE SERVICES FOR EMPLOYERS

Integrated services provided to all employers, at their request, at no cost through a single point of contact, or other method, to support economic/workforce development efforts. These services, at a minimum included:

- Assistance in finding qualified workers:
- Interview facilities at Service Centers:
- State and/or federally generated Labor Market Information (“LMI”);
- State and/or federally generated information on Americans with Disabilities Act (“ADA”);
- Information regarding consultations on workplace accommodations for persons with disabilities;
- Information on and referral to business start-up, retention, and expansion services;
- Information on and referral to sources for developing customized training programs;
- Information on and referral to Career Preparation activities;
- Rapid response to mass layoffs and plant closings;
- Information about training incentives such as on-the-job training programs (based on worker eligibility); and
- State and/or federally generated information on tax credits for new hires.

Customers who are included in one of the above-mentioned customer groups will be able to access the core services listed above in addition to the following:

- Common initial objective assessment of academic skills and service needs of participants which includes review of work history, basic academic skills, occupational interests, skills, previous training and education, barriers to employment, developmental needs, etc.;
- Initial employability screening to determine likelihood of eligibility for various programs and financial assistance sources;

- Initial eligibility screening to determine likelihood of eligibility for various programs and financial assistance sources;
- Application completion and program enrollment, when appropriate (recognizing that many funded programs are not entitlement-based);
- General employability planning and employment and career counseling services;
- Develop service strategies for each participant that will identify an employment goal (including, in appropriate circumstances, nontraditional employment), appropriate achievement objectives, and appropriate services for the participant taking into consideration the assessment outcomes;
- Some form of integrated case (service) management that cuts across program lines;
- Information about programs and services available in the community;
- Referral for implementing enhanced assessment, supportive services, training and/or other services;
- Eligible applicants who do not meet the enrollment requirements of the particular program or who cannot be served will be referred for further assessment as necessary, and referred to appropriate programs to meet the basic skills and training needs of the participant;
- Job placement and job development services in addition to that provided by the labor exchange, when appropriate, and based upon eligibility for and enrollment into funded programs that provide for such;
- Job search skills assistance;
- Actual enrollment into programs listed as required for One-Stop Career Service Centers, for specific services and training for eligible individuals (specific enrollment procedures and levels vary locally);
- Follow-up to determine outcomes relative to IEP or ISS goals;
- Service delivery that is driven by customer needs, rather than program offerings (demand, rather than supply); and
- Other forms of evaluation besides individualized customer follow-up, such as customer satisfaction surveys and focus groups.

INTENSIVE SERVICES FOR JOB SEEKERS

Intensive services are available to targeted populations to support workforce development efforts based on program eligibility and other criteria determined locally. This does not constitute an entitlement. Minimally, the following customer groups will be afforded access to intensive services available within funding constraints and based on eligibility:

- Adults and dislocated workers who are unemployed and are unable to obtain employment through core services provided and who have been determined by a Service Center operator to be in need of more intensive services in order to obtain employment;

- Adults and dislocated workers who are unemployed, but who are determined by a Service Center operator to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency as defined by the Governor and the local area;
- Persons who have disabilities;
- Persons who are public assistance recipients;
- Persons who are eligible for adult education; and
- Persons who are veterans; and
- Persons who are migrant seasonal farm workers.

The following intensive services, at a minimum, will be available, as funding permits, to customers who are included in one of the above-mentioned customer groups. Some individuals may not be eligible to receive all intensive services.

- Comprehensive and specialized assessments of the skill levels and service needs which may include diagnostic testing and use of other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals;
- Group counseling;
- Individual counseling and career planning;
- Case management for participants seeking training and career education services, and
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, professional conduct, and to prepare individuals for unsubsidized employment, or training.

TRAINING AND CAREER EDUCATION SERVICES FOR JOB SEEKERS

Training and career education services are available to targeted populations to support workforce development efforts based on program eligibility and other criteria determined locally. This does not constitute an entitlement. Minimally, the following customer groups will be afforded access to training and career education services available within funding constraints and based on eligibility:

- Adults and dislocated workers who have met eligibility requirements for intensive services and who are unable to obtain or retain employment through such services;
- Adults and dislocated workers who after an interview, evaluation or assessment, and case management have been determined to by a Service

Center operator or Service Center partner, as appropriate, to be in need of training and career education services and to have the skills and qualifications to successfully participate in the selected program of training and career education services;

- Adults and dislocated workers who select programs of training and career education services that are directly linked to the employment opportunities in the local area involved or in another area in which the adults or dislocated workers receiving such services are willing to relocate;
- Adults and dislocated workers who are unable to obtain other grant assistance for such services, including federal Pell Grants or who require assistance beyond the assistance made available under other grant assistance programs, including federal Pell Grants;
- Adults and dislocated workers who are determined to be eligible in accordance with the state's priority system, if established by the Governor;
- Persons who have disabilities;
- Persons who are public assistance recipients;
- Persons who are eligible for adult education;
- Persons who are veterans, and
- Persons who are migrant seasonal farm workers.

The following training and career education services may be available, as funding permits, to customers who are included in one of the above-mentioned customer groups. Some customers may not be eligible to receive all training and career education services.

- Occupational skills training, including training for nontraditional employment;
- On-the-job training
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Job readiness training;
- Adult education and literacy activities, and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training

OPTIONAL SERVICES

Additional services can also be provided. Some of these expanded services can be fee-based:

- Add other customer groups eligible for expanded services.
- Provide additional employer resources.
- Provide additional value-added services to employers.
- Provide access to information services beyond the walls of the centers; i.e. use of Internet, kiosks in public libraries, etc.

Integrate into One-Stop Service Centers such services as:

- On-site job search services or workshops;
- On-site basic/remedial skills or training prep classes;
- On-site vocational training;
- On-site access to supportive services;
- On-site assessment services beyond the initial common assessment process; and
- Co-locate programs and services that are related to or peripheral to employment and training, such as child care, financial planning, substance abuse services, etc.

6) WORKFORCE INVESTMENT ACT (“WIA”) PERFORMANCE REQUIREMENTS

The One-Stop Career Service Center provider(s) must meet or exceed all performance requirements as indicated DWDD and subscribed by WIA. Periodically there are changes to the performance indicators, these changes must also be met. In addition, each provider(s) must also meet or exceed the newly implemented “common measures.”

7) ONE STOP CAREER SERVICE CENTER REDESIGN

Although the Hub and Cluster design has provided the One-Stop customer with adequate services, DWDD hopes that this proposal request will result in an improved or a new One Stop Career Service Center design.

The Redesign Plan that must be proposed by the applicant in response to this RFP is required to include: **1) a comprehensive plan to restructure and reorganize the existing One Stops, 2) a 12-month implementation plan including performance monitoring, and 3) a corrective action plan, if needed.** DWDD expects that the proposer will research and evaluate the needs of the city of Detroit as it pertains to the most appropriate Redesign for the One Stop Career Service Centers and DWDD’s customers. The plan must address all Eligible One Stop Activities as described above and at a minimum, address the following components:

- Model, Location, and Infrastructure
- Customer Services (Job Seekers and Employers)
 - Quality Service
 - Continuous Improvement Practices

- Activities Eligible for Funding
 - Promotion and Recruitment
 - Self-service Activities
 - Assisted Service
 - Business Services
 - Classroom Activities
 - Support Services
 - Partnerships
 - Case Management/Career Development
- Required Programs
- Services and Coordination
 - Core
 - Intensive
 - Training
 - Individual Training Account
- Optional Services
- WIA Performance Measures
- Management
 - Employee Performance
 - Continuous Improvement Policies
- Standard Operating Procedures, and
- Management Information System

The Redesign proposed must include a comprehensive assessment and triage function to facilitate One-Stop customers to identify their skills, abilities, and career options. The triage service as a part of customer entry into the system will enable One-Stop staff and customers to efficiently determine scope of needs and provide the best connection for the customer to the needed service regimen and partner agency supports.

Finally, the Redesign plan proposed must provide an initial assessment for applicants through a specific interview with One-Stop staff. The system must address the need of every customer during his or her first contact with the Center through a face-to-face interview with staff.

PART V

PROPOSAL GUIDELINES

1) PREQUALIFICATION GUIDELINES

Each proposal will be initially reviewed to determine if it meets the following pre-qualification requirements. Proposals, which do not meet these requirements, will not be competitive and will not be reviewed.

- a) All signature pages must be completed and have original signatures by an authorized representative of the applicant organization.
- b) All forms and attachments in the application package must be completed.
- c) The applicant must be prepared to provide services to all Detroit job seekers and employers.
- d) The proposed One-Stop Career Service Centers must possess multi-lingual/multi-cultural service delivery capacity.
- e) The applicant must provide clear evidence of a lack of conflict of interest.

2) SELECTION CRITERIA

Several key factors must be contained in proposals to establish and operate One-Stop Career Service Centers in order for the proposals to be competitive:

- a) System Promotion and Customer Recruitment. The One-Stop Career Service Centers will be at the heart of the Detroit One-Stop Workforce Development system. It will be their responsibility to promote the services of the system and recruit customers. Proposals should demonstrate a clear and detailed understanding of who will be the customers of the One-Stop Career Service Centers. It should contain a detailed promotion and recruitment plan that has numerous tailored components addressing the multiple audiences the One-Stop Career Service Centers are expected to have.
- b) Service Quality. The proposal should clearly state its quality standards and how it intends to achieve them. It should demonstrate how it will periodically measure, using internal evaluation mechanisms, customer surveys, etc., the quality of its services, and describe how it will make adjustments as needed to improve quality.
- c) Feasibility. The proposal should demonstrate a logical and realistic implementation plan and time frame. Its proposed organizational structure, staffing plan, and facility should correspond in size, scope, and capacity to the services and programs the One-Stop Career Service Centers must provide. They should also have flexibility to allow for growth and adjustments in programs offered and service delivery.

- d) Capacity. The applicant organization must be able to demonstrate its experience and ability to organize a complex, multi-faceted service delivery system. It should specify which of the basic services required of the One-Stop Career Service Centers it currently offers. It should explain how it would operate the One-Stop Career Service Center as a separate entity.
- e) Matching Contributions. The applicant should specify the cash and in-kind contributions its agency can make to further the development of the One-Stop Career Service Centers.

3) STATEMENT OF WORK / RATING CRITERIA

Summary (5 Points). The applicant should provide a one-page summary of its vision of the One-Stop Career Service Center(s) it proposes to operate, including the applicant's qualifications to operate a One-Stop Career Service Center, its customer base, primary goals and objectives, range of services, and projected budgeted costs for Year 1 and a budget summary for Year Two (2).

- a) Applicant Capacity (20 points). Proposals should address each of the points listed below to demonstrate that the applicant has the experience, expertise, and ability to operate a One-Stop Career Service Center.
 - Organization characteristics. The applicant should provide the organization's mission, service philosophy, and basic services.
 - Structure and scale of current operations. Provide current annual budget, managerial capacity, and fiscal systems. Describe current computer technology, information technology systems, and related staff expertise. If applicable, complete Form E.
 - Workforce development experience. Describe what workforce development services you now provide to job seekers and/or employers. Provide the number and type of customer contacts and successful outcomes you have provided for each of the past three years. Describe the customer profile, i.e. does the applicant organization specialize in serving disadvantaged individuals, individuals with disabilities, or other special populations, or does it operate a multi-constituent service delivery system. Include all employer relationships that have been established. Include detail resource commitments to job development and describe their linkage with the DWDD's Business Services Group.
 - Staff capacity. Describe the experience, training, certification, and expertise of current staff and the applicant organization's methods of upgrading the skills of its own workforce, particularly with regard to customer service. Be specific concerning any current staff that would be dedicated to working in the One-Stop Career Service

Center(s) and providing One-Stop Service Center services. Be specific concerning any current staff that would be dedicated to working in the Service Center and providing One-Stop Service Center services.

- Referral policy. The proposal should describe a comprehensive policy for providing referrals to customers, based upon their vocational training, education, or support service needs. The policy should include assurances that the customers' best interests, within the restraints of eligibility and affordability, always guide referrals. The applicant should demonstrate knowledge or plan of developing knowledge of human services available in the Detroit area. Describe the method of referral between the One-Stop Career Service Center operator and One-Stop Career Service Center partners for the appropriate services and activities. Proposal should include a plan to develop, and implement the use of, a universal referral form.

Each applicant must describe their relationship to ITA providers and demonstrate how customer choice will be preserved within the context of the customer's skill, ability, and interest.

Each proposal must address the linkage and integration with those agencies providing Employment Services.

- Continuing quality improvement. Describe service delivery quality improvement policies and procedures used by the applicant organization. Be specific in describing the methods used to collect information on services and how the agency responds to areas needing improvement. Provide examples of recent transformations or innovations introduced into the organization to promote quality.
- Integrity. The proposal should describe how the applicant will ensure that customers will receive the counsel, information, and referrals most appropriate to the customer's needs and how they will not be biased toward any specific organization(s).

b) One-Stop Career Service Center Redesign **(35 Points)**. Respond to all of the following points to describe the applicant's proposed design for the One-Stop Service Center.

- Facilities. 455 W. Fort Street, 707 W. Milwaukee Avenue, 5555 Conner, 9301 Michigan Avenue, and 1300 Rosa Parks Boulevard or other facilities, as proposed. If changes to the location, infrastructure, and/or renovations are required, describe the reasoning, specify the type, indicate the budget, and funding source(s), provide a timetable and hours of operation.

- Redesign. Provide a comprehensive plan to restructure and reorganize the existing One Stops, include a 12-month timeline implementation plan including performance monitoring, and a corrective action plan, if needed.

Proposal must provide the Standard Operating Procedures for all levels of staff in the applicant's organization. It must also show the inclusion of all One-Stop operations, defining service standards, roles, responsibilities, and staff expectations.

- Partnerships. Describe how the applicant will cooperate with other stakeholders in the workforce development system to enhance the quality and scope of the One-Stop Service Center's service delivery. Be specific regarding the proposed partner organizations and provide statements of support from each partner.

Describe how customers will have a single point of contact for all of their One-Stop Career Center needs. These single points of contact individuals will be made up of staff from all partner agencies and will be responsible for communicating the facilities services to the customers.

- Promotion and Recruitment. Describe how the One-Stop Career Service Center will advertise its services and programs to job seeking and employer customers. Provide information on the Center's intake procedures, including measures that it will take to make the process customer-friendly and as barrier free as possible.
- One-Stop Career Service Center Programs. Describe by what means each of the programs required by the One-Stop Career Service Center Minimum Standards policy (listed above in Part IV) will be incorporated into the One-Stop Career Service Center, and how they will be delivered. If the applicant organization proposes to offer any of the optional programs, provide a rationale, explaining how they will benefit the Service Center customer base, and how they will be delivered. Identify which programs will be available to all job-seeking customers, regardless of income, age, and other eligibility requirements
- Basic One-Stop Career Service Center Services. Specify how the One-Stop Career Service Center will deliver each of the system's basic services (listed in Part IV). If the applicant proposes to offer any of the optional services, explain why and how and specify if they will be for no charge or fee-based. Identify which services will be available to all job-seeking customers, regardless of income, age, and other eligibility requirements.

- Customer-Centered Service Delivery. Describe how the One-Stop Service Center will be organized to deliver services in a customer-centered manner, including hours of operation, response time, number and quality of customer service staff, the multilingual and multi-cultural service capacity of the One-Stop Career Service Center, its use of technology, and the continuous improvement mechanisms. Be specific regarding the services to be provided for each of the One-Stop Service Center's customer categories: employers and job seekers. Include a sample customer flow chart for both customer groups. Explain how dissatisfied customers will be identified and redressed.
- One-Stop Career Service Center Management/Staffing Plan. Provide a management/staffing plan for each location and job descriptions for each staff position. Explain how the staffing plan is organized to emphasize customer-centered service delivery. Provide information on the plan for continuous learning among staff.

1. Include a detailed management plan, which describes the organization, and management process, which will be used to ensure all parameters of the One-Stop operation will be executed with accountability, integrity, efficiency, and effectiveness.

Submit a detailed organization chart of the One-Stop operation. Direct service staff can have no more than two levels of supervision or management between their position and that of the One-Stop administrator.

Submit a staff ratio chart depicting the direct service to administrative ratio including case manager and direct service staff ratio. At least one Disability Program Navigator in each One-Stop must be identified.

- Continuous Quality Improvement. Describe the quantitative and qualitative tools that the One-Stop Career Service Center will use to determine quality of performance in services and programs. Include methods and plans to routinely test and improve services and programs to maximize their quality.

c) Performance Standards and System Outcomes (20 points). All activities and services should be measured against established performance standards and outcomes for customers:

- Provide an estimate of the number of customers, broken down into job seekers and employers, the One-Stop Career Service Center will serve in the first and second year. Describe if the facility capacity,

technology, and staffing plan, as presented in this proposal, will operate at full capacity, or if there is room for growth in the number of customers that could be served.

- Describe if there is cost effectiveness with no loss in service quality if the number of customers is increased.
 - Explain how the applicant will identify those customers most in need of its services.
 - Describe the comprehensive assessment and triage function that will be made available to all customers. Include how One-Stop staff will timely and efficiently determine the scope of service that the customer will need inclusive of referrals. Specify the procedures to be used for delivering customer services, with maximum turn-around and response times. For instance, provide the amount of time customers will have to wait for the initial customer service contact when they walk into the One-Stop Service Center, or the amount of time between job order intake and job applicant referrals.
 - One-Stop proposals must explain how they propose to coordinate the seamless service across all partner agencies within a given location. This includes setting One-Stop goals, coordinating service integration efforts communications processes and linking customer service and performance.
 - Provide specific projected outcomes for both job seekers and employers. For job seekers: the number of referrals, placements, and long-term retentions for both training and job placements. For employers: the number of satisfactory job placements and the number of times that employers return to the One-Stop Service Center for job order listings.
 - Describe how the applicant will meet or exceed WIA performance measurements.
- d) **Budget (20 Points).** The One-Stop Service Center budget should be calculated for one year with a Budget Summary only for the 2nd year. The budget should reflect cost effectiveness, as measured by low administrative costs and low costs for providing customer services, including placements of job seekers in training and employment and successful matches with job orders placed by employer customers. Administrative costs, combined with profit, cannot exceed the Department's published cap on such costs, currently set at 13%.